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THE MAGAZINE OF Φ PARKER PEN EMPLOYEES

Shoptalker

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FOUR BITS WORTH OF EVERYTHING

Back in its early days, nearly every ounce of Shoptalker's content was conceived, written and edited by Kenneth Parker who took great interest and delight in his work. Readers were frequently surprised to find articles with such intriguing titles as "Two Bits Worth of Economics", "How to Cure the World's Troubles—Recipe 99" and "A Blind Spot in Politics".

A lot of things have happened to Shoptalker since those rich beginnings. It has changed its paper to become something of a "slick". It has taken on new size and shape. And—somehow along the way—it has lost much of the spirit it had when it published "Two Bits Worth of Economics".

In this issue and in issues to come, Shoptalker returns to its vigorous early pattern with new conviction. Readers will find concise information about important company actions, new trends in the writing instrument industry, capsules about the world in which we live, thoughtful articles on self-betterment, as well as provocative pieces on economics and political affairs. Not to be forgotten is the spice of humor which makes all things more palatable. In a phrase, Shoptalker promises "four bits worth of everything".

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Some Thoughts on Business and the Economy

by George Parker

This morning a pretty cogent piece of thinking passed my desk on the subject of "the recession" we are supposed to be in. It came from some people I know in Chicago who are pretty important in financial circles and whose record in the past in gaging matters such as this almost smacks of Divine Guidance. Their average in predicting rises and falls in the American economy since the end of World War II shows an unbroken succession of hits. Moreover, these people handle over \$300 million in cash and kind a year . . . of **other** people's money and they should know. I take the liberty of quoting:

"When the weekly snowfall of various items of reading material descended on our desks yesterday, it took only a casual thumbing through it to find that almost every writer had chosen for his subject the discovery that we have been and are in a recession.

"It seems to us that a lot of crystal balls have been pretty cloudy if they are only reflecting this condition now. We will grant that it is a rather gentle recession but it **has been here** for some time just the same.

"Having just discovered this phenomenon, most of the writers figure it has just started, and therefore, has several months to run before things can start to get better. It was only a rare one that was bold enough to voice the feeling we have had since mid-summer that election day could be a focal day economically as well as politically. Then, there could be enough happy people to start things moving again.

"There are indications that business is co-operating by starting to expand, although they could turn out to be false starts. Various indexes that are really averages are showing rising tendencies and a few specific items such as electric power output are gaining steadily. Others such as paperboard production and crude oil output are no worse than level."

It has often been said that the three most interesting subjects to discuss are religion, morals and politics. I think you could add a fourth—business and the economy.

I don't pretend to be an expert in any of these fields, but like all the rest, I am perfectly willing to discuss any of them or all either singly

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or combined at any time figuring that I am only exercising my prerogative as an American and a free man to be an expert on almost everything under the sun.

Certainly our business hasn't shown any sign of weakness in the last few months, and this has been true of many others as well. I pass this on simply because you may run into a situation with a person who considers himself an expert on what the economy will do. Just tell him you have the inside word on what the "real experts" are thinking.

Orders by the Inch

If you don't hanker toward paperwork, Parker's Foreign Sales Division is no place to apply for a job! There's lots of it there and every bit is necessary! Recently, while visiting Prof. Gerard R. Richter at the American Institute of Foreign Trade in Phoenix, Ross Fowler, foreign sales administration manager, was asked for a sample copy of a complete export order. He complied with an inch-thick file containing only the required documents pertaining to an order for ink going to Chile.

What's so involved about an ink order for Chile that creates a file an inch thick? We looked into it and found no less than sixteen individual forms and learned that the average order processed by Foreign Sales can easily contain this amount of necessary documentation.

Here's what you'd find if you thumbed through a typical file:

1. A letter from the customer referring to his order which he has attached.
2. The customer's order, listing the quantities and descriptions of the merchandise he wishes to purchase.
3. A letter to the customer written by Foreign Sales which acknowledges receipt of his order.
4. A Letter of Credit certifying that the bank that issued it guarantees payment in the amount of the order.
5. Parker's order form, filled in from information contained in the order form submitted by the customer.
6. A packing list, prepared by the Shipping Department, listing each item packed for shipment and showing the weight and measurements of each package comprising the order.
7. Forwarding instructions, sent to a forwarding company. In the case of an ink order, shipment is made by ocean vessel and not by air, as with pens. Therefore, shipping instructions must go to the forwarding company fully describing the shipment and informing them on what mode of transportation carries the shipment to the port of departure. The forwarding company then makes all arrangements for transfer and delivery to a freight ship bound for the customer's port.



8. A commercial invoice, Parker's billing to the customer.
9. A charges invoice, a copy of Parker's billing with additional information regarding the shipment attached.
10. A consular invoice, a special form usually sold by the consuls of foreign countries (some at \$4.50 a set) which must be filled in and sent to the consul for legalization before a shipment can be made to the nation he represents.
11. Bills of lading, required in all shipments whether domestic or foreign.
12. An insurance letter, written by Foreign Sales to the customer's insurance company and requesting a certificate to show that the shipment will be fully insured. If the customer does not designate an insurance company, Parker arranges for such coverage with its own insurance company.

Woman golfer to companion: "I'll never forget the day I played the entire hole with just one ball!"



13. The insurance certificate showing that a specific insurance firm protects the shipment.

14. A bank letter, written by Foreign Sales to the bank which issued the letter of credit. This letter carries with it various documents pertaining to the customer's order which have been requested in the letter of credit.

15. A draft for collection, a separate document sent to the bank which, in turn, is delivered to the customer for his signature. Once he has signed it, it becomes a promissory note.

16. Finally, the last document in the file is a letter written by Foreign Sales to the customer notifying him that his order has been shipped.

An ink order of this type will take more time to process than the general run of orders received by Foreign Sales. Usually, the Division can complete the multiplicity of paperwork on an order in less than a week. To the uninitiated, this speed appears almost miraculous.

Were You Listening When the Boss Was Talking?



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by Julian Snyder

Publications Manager, New York Telephone Co., New York

I have no sympathy with any junior executive who goes to the wailing wall with the complaint that the managers of his business don't understand him or what he is trying to do. More often than not, it is the other way around—the juniors don't understand the managers.

This problem of communication within management is getting a lot of attention these days. This is partly due to the fact that top management has come to realize that better communications can pay off in more efficient operations all the way down the line—a better understanding of policies and philosophies—and partly because the position of lower management apparently has become increasingly difficult in recent years.

How often do we hear remarks to the effect that “those guys upstairs just don't appreciate creativity.” Or: “We tried to do something really worth while, but it was killed.”

I can't quite believe that communications with the top floor are as closed off as we sometimes imply . . . Neither do I believe that management always reacts negatively to a new idea or to a show of initiative. Rather I think it is a problem of our not knowing how to sell our ideas, or of not having the courage to stick our necks out once in a while.

And that goes both ways. If any one single thing has impressed me during my time sitting in the wings of executive decision, it is the difficulty of truly accurate transmission of executive thinking down the line. Suggestions are misinterpreted as orders. Orders are colored by the personalities of the individuals involved—sometimes to the point of downright distortion. And despite all the careful application of communication techniques, the lower level manager is often left feeling he has only two alternatives: second guessing, or blind obedience.

A plant foreman summed up this problem for me recently. “You know how it is,” he said, “the president asks what time is it, and by the time it gets down to us, we're told we have to start making clocks.”

Thus we become aware that in the final analysis, communication is a personal matter—a matter of Joe talking to Jim of voice-to-voice, face-to-face contacts. So just for fun, I would like to attempt to list several types of individuals who are almost invariably poor communicators:

One of these is the memo writer. This person, more often than not, finds it difficult to assert himself in face-to-face encounters. Consequently he turns to the typewriter or the stenographer and

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pours out his soul in long-winded documentation and argument. For him, the writing of a memo provides a kind of temporary catharsis. The trouble is, of course, that his boss can never get around to reading all the memos and he is left in a condition of chronic frustration.

Another fairly common type is the broad gauge talker. Words pour out of him in an eloquent, effortless flow, but somehow he never seems to get to the point. Loving the sound of his own words, he always favors a discussion of the "big picture" and when you leave his office, you often find you haven't really got anything settled at all.

A less obvious type is the book man. Somewhere early in his career he bumped his head hard against the stone wall of corporate realities and has resolved never to risk such a knock again. Over-compromising, he becomes a stickler for the corporate routine, and often uses it as an excuse for any failure he may have in communicating. He may even take a perverse delight in explaining why a particular project was not successful. In any event, he lives by the book and makes sure that all those who report to him follow his example.

Fourth on the list is a character we might call Smiling Jack. A self-styled expert on human relations, this individual thinks his most important job is to be well liked and—keep people happy—no matter what the cost. He will ignore errors if it means hurting someone's feelings, and he will almost never give you the facts if they are at all unpleasant. But you can always be sure of one thing: fair weather or foul, he will keep smiling.

For the sake of completeness, I feel I ought to list the authoritarian and "yes man" types. But I don't think any detailed description is necessary. It should be fairly obvious that someone who simply gives orders will never be a good communicator. The same is true of the individual who merely passes along information, as he is told, without any effort to understand or interpret it.

A more interesting type is one we might presume to call the corporate bohemian. This person has at one time or another nurtured artistic ambitions and has never really come to terms with what he is prone to call "our materialistic society." He is generally overdependent, requiring the security of the corporate order, yet at the same time resenting it. For him, the corporation becomes a stage on which to enact the drama of his own inner conflict. Each day he goes forth to battle the Philistines under the banner of ARS

GRATIAS ARTIS and each night he returns homeward dragging his bruised sensibilities behind him. His cause may be the use of abstract art, four-color process, or simply raising the literary level of corporate expansion—all possibly worthy ends. The corporate Bohemian, however, makes the critical mistake of putting the artistic literary treatment first and the objectives of the corporation second. As a result his sallies are almost inevitably doomed from the start.

What's the good of examining these seven characters? Just this. Each of them has one failing common to all—a failing that is at the root of many of our management communications problems. That weakness is an inability to identify themselves in any meaningful way with either the job they have to do or the ultimate purpose of the organization for which they work. They are either too wrapped up in themselves or too concerned with the application of techniques to pick up the little human nuances which are the key to understanding communicating with one's fellow man.

A little work and thought toward correcting that failing will do an awful lot to untangle the management communications mix-up.

OLD PARKER TELEVISION SPEAKS OUT

Close Up on The Company Scene



"Now look. Somebody's gotta be the last one to the parking lot."

Among the problems facing business executives today is the number of unemployed still on the payroll.





"I said that's my change in the coffee machine!"



"I was a victim of circumstance. Employees wanted their breakfast crullers this big."



"You see there, 'Fidel Castro'. He did tour the plant."



"I know your record has been good, Miss Smith. But hereafter, let's not throw away those little cards just because they're punched full of holes."



"All right. All right. The clock says 7:30."

FINIS

Is It Ethical If You Can Get Away With It?

by William Clark

Business Editor, Chicago Daily Tribune

You leave the office for a couple of weeks, shed the trappings and abandon the pursuits of the business news reporter, and participate in family and resort community activities without waving banners to identify yourself with a corporation or profession. Under such conditions, what sort of business news creeps most frequently into the conversation of fellow vacationers in the dining lodge or at dockside.

We would have guessed the stock market, or the steel situation, or trends in employment or prices—and we would have been wrong. The subject injected most often into business talk was that of ethics.

This was surprising to us; and because the discussions in the main reflected sober effort to seek solid ground rather than hasty condonation, it was also gratifying.

Such talks customarily began with a reference to the recent firing of Chrysler corporation's president after disclosure that he had invested in supplier companies. They went on to question the nature of ethics as applied to business, to ask whether there is a basic conflict between ethics and profit as motivating forces, and to inquire how either business men or their customers can recognize ethical behavior as such.

Conclusion? Who would claim to know the answers? Not the writer, and not most of those with whom he talked with the possible exception of the jaded gent who snarled, "It's 'ethical' if you can get away with it."

Some of the more thoughtful comments, though, seem worth passing along—including the widely expressed opinion that the silver lining in the Chrysler affair is the attention it has invited to the subject of business ethics.

Is there a basic conflict between ethical business behavior and concern for profit? If you make the error (suggested some) of confusing profit with personal gain—hence, if "profit motive" means "personal gain motive" to you—you may conclude there is such a conflict and, unfortunately, you would have plenty of company.

However, if you recognize profit as that portion of total income left for improvement and expansion after meeting the costs of keeping your business operating as is, then there is no conflict. There is nothing unethical or immoral about striving to run a business so that its income

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will be sufficient to provide funds to perform this primary profit function.

This, of course, is a matter of confusion of terminology. Perhaps the tougher question is—how can business men and their customers recognize ethical behavior as such?

How can you distinguish, in yourself and in the other fellow between behavior motivated chiefly by sense of moral duty and that motivated by more selfish considerations?

Perhaps the best answer to this is that an individual can distinguish between ethical and unethical behavior in himself to the extent that he really wishes to. The voice of conscience is there if we will listen to it, and the choice between right and wrong, proper and improper, isn't really as complicated and difficult as we sometimes like to make it.

Distinguishing unethical behavior in others is much harder. Which transaction was made for personal reasons and which to benefit the company and its stockholders? Which book of advice on financial and investment programs is the result of sound, scholarly study and which is merely a glib and superficial effort to capitalize on current public interest? Which "educational" program is genuinely that, and which is little more than a superficial promotional campaign?

These distinctions are not easy to make. The phoney (if you agree that superficiality masquerading as profundity is phoney) often looks much like the genuine article. The words are just as impressive, and it doesn't take much effort to abridge somebody else's conclusions and call them your own.

Two observations here seemed pertinent. One, for the fellow who produces the original, genuinely good work, there is a satisfaction neither shared nor understood by shallower followers. Two, the fellow—or the company—capable of turning out original, genuinely good work once is likely to do it again.

Thus, though it may be difficult at any moment to distinguish between the product of the ethical business man and that of the less highly motivated, the former (both product and man, or company) will prove to be more durable.

Or so went the conversation in the dining lodge.

Some people have a selfless concern for ethical behavior and some don't, and to those who don't this sort of discussion is just a lot of silly talk. To the others, there are few if any subjects of more vital concern than that of ethics in business.

The stone age is from 16 to 60—and the larger the stone the better she will like it.

Diet: The penalty for exceeding the feed limit.

Employees who are not fired with enthusiasm may be fired with enthusiasm.

UNDERSTANDING CANADA

Canada, our neighbor to the north and one of a half-dozen countries of the world in which Parker operates a manufacturing plant, is a land of mushrooming opportunity. This growth potential is not passing unnoticed by foreign firms who see in Canada a place to develop much needed market expansion. Last year, alone, 130 foreign companies made direct investments in Canadian manufacturing. Of these 130, no less than 106 were U. S. businesses.

Canada is a market basically similar to the United States, except for its size. Economists generally compute Canada to be one-tenth the size of the U. S. in terms of population, market, industrial productivity and the like. Like the U. S., modern techniques of developing resources, production, and distribution are employed. Most Canadians are strongly influenced by U. S. media and the barriers between the two countries through the years are gradually dissolving.

Still, there are unique features which mark Canada . . . its vast land area, its far smaller but highly concentrated population and economic activity, and its substantial French element with its related problems. A more subtle attribute is the sensitivity of Canadians to being "distant cousins" in the British Empire and lying in the shadow of the United States. Actually, Canada has little reason for any sense of inadequacy. Its wealth of natural resources and recent economic development have advanced Canada to a position among major world powers. The country is strikingly sound and holds every promise for future economic strength and growth.

Reflecting a confidence in her national stability and promising future, The Globe and Mail, Toronto's leading newspaper, concluded a recent editorial on foreign policy with these words: "There should be unity among the free nations of the West. And Canada has better reasons than most of the Atlantic Community or the NATO group for wishing friendship and full co-operation with the United States. But Canada has a destiny beyond that relationship, a destiny in which she can have complete faith. Canada has need for close contacts and co-operation with the whole wide world, to whom she is dynamic proof that no State needs Communism to grow, prosper and be free."

Canada's expansion and development in the years since World War II has been strikingly similar to that experienced by the U. S. However, it has been affected by variations in character among Canada's six general regions, differences that are frequently accentuated by sharp distinctions in degree of industrialization, types of industry, language, culture and ancestry. These differences can quickly be seen through a close look at the nation's six areas.

Maritime Provinces—This comprises the southeastern corner of Canada and includes Newfoundland, Nova Scotia, New Brunswick and Prince Edward Island. Its people have a "down east" character stemming from their pre-occupation with fishing, boating, and an air of independence created by their way of life.

Quebec Province—Including the cities of Montreal and Quebec, the Province of Quebec is the "French Quarter" of Canada. Both urban and rural elements are significant with the over-all flavor French despite a core of English and English-speaking French in Montreal.

The Province of Ontario—Here is the center of English Canada manifested in modern, booming Toronto with its growing industrial, financial and commercial activities. Numerous smaller cities, Ottawa, Hamilton and London among them, contribute to what is basically an urban area most similar to U. S. cities.

The Prairie Provinces—Manitoba, Saskatchewan and Alberta compose this central Prairie region which is an extension of the Dakotas and Montana. Major interests here are ranching, agriculture, mining and petroleum. Small French concentrations are scattered throughout.

British Columbia—With Vancouver Island as its heart, B. C. lies north of the State of Washington with a similar concentration on fisheries and natural resources.

Yukon and Northwest Territories—these are the vast, sparsely populated reaches of northern Canada. Their contribution to Canadian activity is negligible.

Evidence of the ever-increasing importance of Canada as a market is seen in the fact that corporate returns recovered sharply from a slight slump in 1958. Increased wages, together with more and steadier employment, raised labor income some eight per cent over the 1958 level. And with this, consumer spending increased dramatically. According to a study made in 1957 by Parker's IMS, the over-all Canadian writing instrument market was set at \$6,600,000 at factory prices. While this is small when compared to the U. S. domestic market of \$106,000,000 for that same year, it is nonetheless significant.

Canada's most unique and intriguing feature is its bi-lingual character—French and English. This dual character leads to numerous peculiar problems in sales efforts to appeal to both groups adequately. Product desires, needs, brand names, advertising copy and media all present perplexing situations for Canadian marketers and even those with long experience find bi-lingualism a constant frustration.

But in spite of its peculiarities, problems and near-ethnic differences between its peoples, Canada is a land of great scenic beauty, wide variations and contrasts in climate and terrain, and broad development in arts and general culture. It is, in short, a remarkably pleasant place to live and work and grow.





The House Journal
of
The Parker Pen Company Ltd
England

MARCH/APRIL, 1960 Vol. 1, No. 1 31

NEWHAVEN'S NEW LOOK

Extension Now Ready

A PART from finishing touches our "new look in the world", the new front extension to the factory at Newhaven, now ready for occupation this January and has first used for a broadcast of Workers' Playtime on January 21.

This extension, the first of a series of new buildings, is an integral part of the new design for the factory. The extension is built on the same site as the old buildings, and is built on the same foundations. It is built on the same foundations as the old buildings, and is built on the same foundations as the old buildings.



From the roof to the foundations, the building, OBE and Bennett, of Newhaven, have used the latest construction techniques. The new building is built on the same foundations as the old buildings, and is built on the same foundations as the old buildings.

The new design, which is the first of a series of new buildings, is an integral part of the new design for the factory. The extension is built on the same site as the old buildings, and is built on the same foundations as the old buildings.

Although still in the early stages of construction, the extension is a fine example of modern building technique. It is built on the same foundations as the old buildings, and is built on the same foundations as the old buildings.



MESSAGE FROM MR. L. J. KING
I am pleased to write to you on the occasion of the publication of the first issue of the new House Journal. It is a pleasure to see the new design for the factory, and I am sure that you will find it a most interesting and useful publication.

SALES RACE AHEAD!

Brian Cocks (below) tells his story in the next issue



GLAD TIDINGS

Mr. W. Bennett, OBE, has been elected to the position of Chairman of the House Journal. He is a well-known figure in the community, and his election is a great credit to him. He will be responsible for the overall management of the journal, and will be assisted by a committee of representatives from the factory.

We're the BEST BUY SHE'S AS PRETTY AS A PICTURE...

say the Consumers' Research Association
Parker 'Golden Girl' and six more
see pages 4 & 5



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"PEN AND INK" is the name of the new sister-publication to Shoptalker. It is produced by The Parker Pen Company Ltd., England, for the benefit of employees in its Newhaven and Dover plants. The paper has eight pages, is about tabloid size, and carries important stories from both locations. It sells (employees buy it) for about three and a half cents a copy.